

green
Sefton

Sefton Council 

Green Infrastructure Management for our communities

Sefton Council 

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*Service integration - Parks and Greenspace Service,
Coast and Countryside service and Flood and
Coastal Erosion Risk Management Strategy teams into 'Green Sefton'*

Insourcing of our grounds maintenance function
Community and partner volunteering
Income generation and future growth

**Matt Baker,
Green Sefton Team Leader
Sefton Council**

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Sefton

- The service manages circa 6,500ha of the landscape of the borough, approximately 33% of the total land (equivalent to 7,800 football pitches!)
- It comprises of a beautiful coast with protected sites, a range of parks and greenspaces, outdoor sports and recreational sites, play areas, skate parks and outdoor gyms, allotments and community gardens, woodlands and street trees.
- This landscape defines Sefton, and is treasured by our communities and visitors – and is highlighted as one of the eight key objectives of the Sefton 2030 vision,

‘A clean, green, beautiful borough’



Public Sector Reform – New Beginnings

- Over the last 18 months Sefton Council have undertaken a series of Public Sector Reform projects to restructure services to the resources available and realign services to the 2030 vision
- Public Sector Reform project 7 integrated the former, Parks and Greenspaces, Coast & Countryside and FCERM services into the new 'Green Sefton' service
- The service objective is to provide a one stop shop for all issues associated with our landscape – from design and development, to management and maintenance, user engagement and community development
- An opportunity to bring together the knowledge and experience from the 3 former services into a single dynamic team with a shared awareness of our objectives



The journey through austerity has not been an easy one

- 75% reductions to date in revenue spend
- Reduction in 122 staff, with 105 less frontline people on the ground in the summer
- Wholesale changes to the way in which we manage sites, lowering the quality standards, and amending the features which we look after
- Complete reliance on grant funding for improvements in flood and coastal erosion risk management.
- Complete reliance on grant funding for significant areas of our protected landscapes (SSSI, NNR, LNR etc)
- Significant increases to recharges to sport and recreation users (adults only)
- A need to adopt new working procedures to mitigate against an increasing 'claims culture'



Laying the tracks – Insourcing the Grounds Maintenance Function

- In 2017 the Grounds Maintenance Contract was insourced after a 25+ years of external provision
- The main drivers being: financial constraints and a need for greater flexibility and diversification of service delivery
- Prudential borrowing was approved to support Capital investment and tendering processes were established in order to procure the machinery, fleet and equipment. The team were consulted on the specifications
- The existing team were TUPE transferred into the Council, including some members who were returning Council employees
- A full skills audit was completed to inform a training and development programme across the team
- Insourcing achieved a saving of 20% per annum, enhanced team moral and motivation and enabled greater flexibility with service delivery, facilitating a diversification of maintenance activities



A Friend in need is a Friend indeed

- Austerity measures resulted in many changes to our sites, from reduced maintenance frequencies and quality, removal of ornamental features, a reduction in the level of seasonal planting, removal or loss of dilapidated hard infrastructure and an overall reduction of planned maintenance activities (e.g. renovation, restoration and replacement)
- Many of these changes were received unfavourably and were often met with resistance and criticism. This engagement however created opportunities to understand the constraints and gave rise to an increase in civic pride, community volunteering and ownership
- Over 40 groups of Friends, volunteers and partners reacted to the changes and rallied to help preserve, (and in many cases) enhance quality of features that would otherwise have been lost



A Friend in need is a Friend indeed

- Traditional approaches for community involvement have been enhanced beyond the 'nice to do'
- Our communities, Friends groups, volunteers and partners play a vital role and are intrinsic in delivering the quality, diversity and above all ownership of our precious open spaces
- Last year we benefitted from over 44,000 volunteer hours, which equates to £650k of input in kind, based upon an average £15 per hour
- Examples of self management of facilities and indeed whole sites, resulting in sponsorship and grant funded restoration projects and income



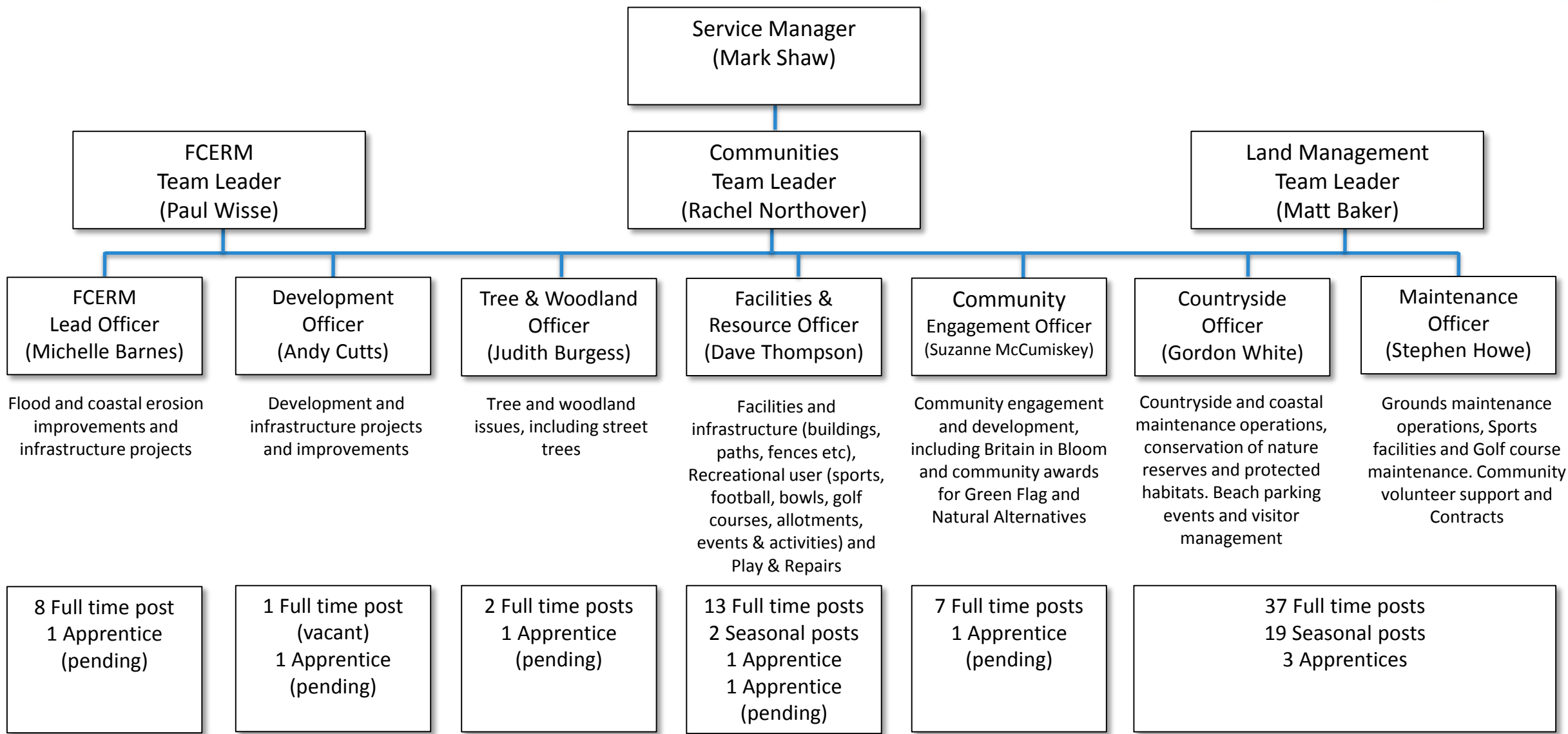
Helping Hands - Community and Partner Volunteering

2009 North West In Bloom			2018 North West In Bloom		
SOUTHPORT IN BLOOM	Large Coastal Resort	Gold and Overall Winner	AINSDALE IN BLOOM	Town	Gold Medal
CROSBY AND WATERLOO IN BLOOM	Small Coastal Resort	Silver Gilt	CROSBY AND WATERLOO IN BLOOM	Small Coastal Resort	Silver Gilt Medal
12 entries	1 at level 3 Developing 9 at level 4 Thriving 2 at level 5 Outstanding		35 entries:	16 at level 5 Outstanding 10 at level 4 Thriving 1 at level 3 Advancing 2 at level 2 Improving 1 at level 1 Establishing	Gold Medal
2009 In Bloom			2018 In Bloom		
Not put forward					
2009 Green Flag			2018 Green Flag		
Green Flag Award	Botanic Gardens Hesketh Park Derby Park Coronation Park		Green Flag Award	Botanic Gardens Hesketh Park King's Gardens Derby Park Coronation Park	North Park Lord Street Gardens Hatton Hill Park
Green Flag Community Award	None		Green Flag Community Award	Friends of Rotten Row North Park Community Garden Bride Inn Community Farm Edda Queensway Allotment and Green Gym	

Budgetary pressures continue

- A saving target of £895k was set as part of the PSR7 Restructure and creation of Green Sefton Service. This was exceeded by £205k accounting for unachievable income targets and long standing fixed term posts
- Existing income streams include: Allotments, Beach Car Parking, Building leases, Concessions, Football fees (Adults), Golf annual membership and course fees, Bowls other maintenance contracts, events and activities (both internal and external) etc
- However, there are opportunities that the service has identified to grow income and develop activities to create a surplus moving forward. These include making best use of our assets (empty buildings, open space etc), and selling our services to other land owners as well as investigating alternative sources of income.
- At present 7 income development proposals being progressed as phase 1 of 48 initial ideas. These aim to remove reliance on revenue budgets, by increasing service viability and versatility and developing the service for the attainment of further commercial growth: Projects include: Grounds maintenance contract services, increasing concessions and sponsorships, partner investment opportunities in existing facilities, and the development of a membership scheme

Green Sefton Service Structure



Sefton 2030 Vision

Sefton 2030 Vision identifies 8 key objectives:

- Together a stronger community
- A borough for everyone
- A clean, green and beautiful borough
- Living, working and having fun
- On the move
- Visit, explore and enjoy
- Ready for the future
- Open for business

Together a stronger community

In 2030, Sefton residents look out for each other. We focus on our similarities and diversities but never on our differences, working together to live a fruitful life.

We are supportive communities, aided by a vibrant voluntary sector, where everyone has the opportunity to live an independent and proactive life. We know our neighbours and we help each other out, in any way we can, from sparing a drop of milk to lending a caring ear.

Our communities are strong, knowledgeable and informed.



A borough for everyone

In 2030, Sefton is a borough that has everything we need to live, learn and age well.

From the moment we are born we are part of the community, with parent and baby groups & outstanding nurseries and schools. Quality apprenticeships, vocational training and university access mean we can follow our dream career path.

We live happy, healthy lives in Sefton. The borough is accessible for everyone and positive approaches are in place for those living with mental health issues and disabilities.

When it comes to enjoying our free time and living socially, there are clubs and groups for everyone.



A clean, green and beautiful borough

In 2030, Sefton is internationally recognised for its outstanding natural beauty and commitment to sustainability.

We are a borough celebrated for its fantastic coast line and respected green spaces. Together, we work hard to preserve our assets, such as the marina, woodlands, parks and canals and ensure that all future generations can enjoy them.

Through eco-friendly and green solutions, we have set the bar in sustainability. Everybody works together to keep Sefton clean and green, with a commitment to recycling, low pollution and better air quality.



Living, working and having fun

In 2030, Sefton is the perfect place to enjoy your life.

With a variety of jobs and professions, Sefton has fantastic opportunities for everyone, from full time workers to part time workers. While a range of housing, including affordable and luxury, has made the borough one of the most desirable places to live in the country.

Our children and young people enjoy access to some fantastic schools, colleges and universities, meaning they can go on to fulfil their dreams and follow their chosen career paths.

We enjoy shopping on Sefton's vibrant high streets and being social at one of the many bars and restaurants, plus a wide variety of sports facilities, clubs and events help inspire residents to keep active and enjoy sport.

We are a borough that offers it all with many people moving to the area and students returning to lay down their roots following graduation.

Sefton 2030

A confident and connected borough

Sefton Council

On the move

In 2030, Sefton is easy to move around and well linked with the wider city region and beyond.

Night buses, better train links and affordability mean that public transport is safe and available to everyone. We can also enjoy the use of the many bicycle and walking friendly routes, meaning we can keep active.

Investment into the borough's public transport system and road networks have helped reduce congestion and have made it even easier for residents and visitors to reach homes, businesses and attractions.

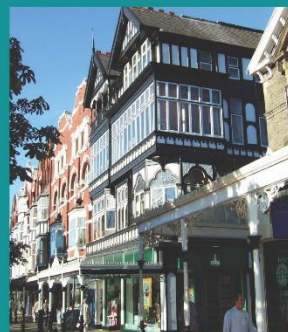


Visit, explore and enjoy

In 2030, Sefton has something to offer residents and visitors of all ages.

We enjoy activities on our beaches and floral greenspaces, while the rush of adrenaline at Southport Air Show brings visitors from far and wide. Sefton is home to a number of great events and festivals, while international sporting events return year after year.

Known for its cultural scene, Sefton has something for everyone.



Ready for the future

In 2030, Sefton is at the forefront of technology and research.

Investment in technology means that the borough is covered by comprehensive free Wi-Fi and strong, fast connection speeds. By embracing change, we are ready to seize any opportunity and Sefton is now known across the world as a centre for advancement and research.

We are well connected to the rest of the world and we are always looking to the future. Sefton is a borough connected by people, supported by technology.



Open for business

In 2030, Sefton is home to businesses of all sizes, from international organisations and small start-ups to social enterprises and community organisations.

We are a borough with a global outlook, exporting many of our services and goods via the port.

Sefton is also a leading coastal tourist destination, with businesses flourishing thanks to our strong visitor economy. While strong support for SMEs and Start-ups, coupled with the creative use of commercial space, has resulted in vibrant high streets.

With strong public sector partnerships, an entrepreneurial culture and a strong work force, Sefton is the perfect home for any business and we are flourishing.



Productivity

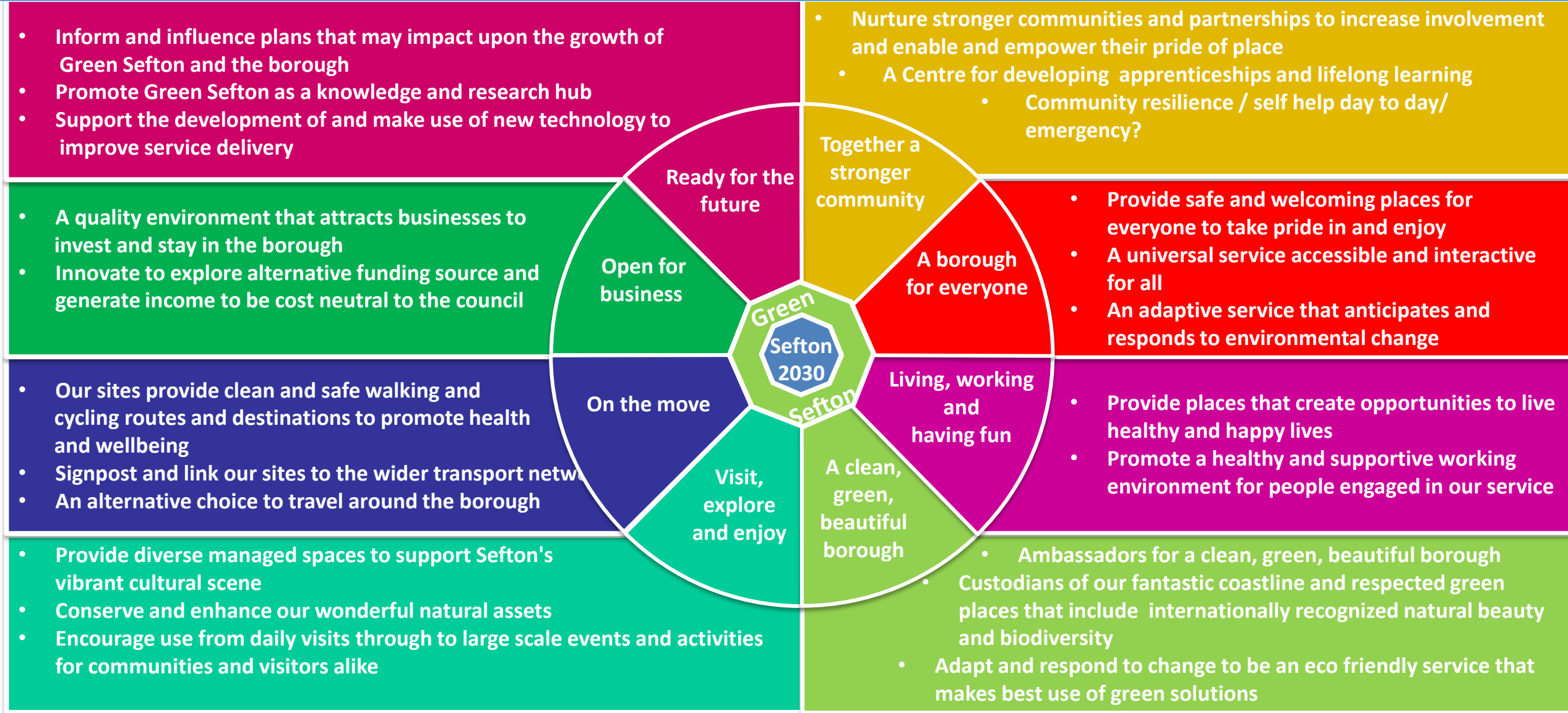


People

Our Service planning has identified 3 main pillars for service delivery:
People, Place and Productivity

Place

Sefton 2030 Vision – Service Planning



Green Sefton Values



Put people at the heart of what we do



Listen, value and respect each other's views



Develop a culture of challenge, ownership, innovation and improvement



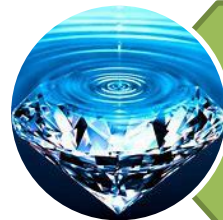
Be ambassadors and champions for Green Sefton, and the wider borough



Seek alternative funding sources and methods of delivery where possible



Be responsive and efficient



Be clear about what we can and cannot do



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